

May 23, 1967

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TERMS OF REFERENCE  
FOR PREPARATION OF  
TARGET-ORIENTED DISPLAY

A Target-Oriented Display of intelligence resources will be developed by representatives of the Department of Defense, the Director of Central Intelligence, the Bureau of the Budget, and the National Reconnaissance Office. These Terms of Reference for preparation of this display consist of the following sections:

1. Purpose of Display
2. Targets and Time Period to be Displayed
3. Intelligence Resources to be Included in the Display
4. Preparation of the Display

1. Purpose of Display

The display will be used by a small group including the Secretary and Deputy Secretary of Defense, the Director of Central Intelligence, the Director of the Bureau of the Budget, and their immediate staffs.

The purposes of the display are to:

- a. Identify resources supporting national intelligence programs of the United States. *aim or goal*
- b. Depict, in terms of objective targets, where intelligence resources have been used and where they are programmed.
- c. Provide a basis for selective analyses of the value of U.S. intelligence requirements and the effectiveness of U.S. intelligence programs.

( 6 of 15 ) Copies

Page 1 of 4 Pages

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downgrading and declassification

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- d. Provide a context for review of individual intelligence programs by highlighting areas of potentially high interaction between programs.
- e. Provide a history of and indicate trends in the allocation of intelligence resources.

The initial display will be a short report of less than twenty pages.

2. Targets and Time Period to be Displayed

Primarily, the display will show how U.S. intelligence resources have been and currently are allocated to regions and countries. For the Soviet Union, China, and possibly other selected countries or regions, resources will be allocated in greater detail to specific military capabilities and economic and political activities. The regional, national, and functional classifications will comprise 20-30 basic elements. The final list of elements will depend on the committee's evaluation of their significance, their meaningfulness, and on the ability to acquire data.

In addition, the report will include other data displays where resources will be related to targets and classified by:

- a. Intelligence functions including various forms of collection, processing, mapping and charting, production, and counterintelligence.
- b. Cost categories including construction, investment, operating expenses, and research and development.

The region or country-oriented displays will be displayed for FY63, FY66, FY68 and FY69. The FY68 resources will be displayed as approved in July 1967; the FY69 display will reflect the program proposed by the submitting agencies as of July 1967.

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Detail will be collected only to the extent that it makes a quantitative difference to the summary report, or that it is necessary to establish validity. Wherever possible, existing management information systems will be utilized. In each display, the size of unallocated funds will be kept small; however, the group will not attempt to develop sophisticated formulas for proration.

3. Intelligence Resources to be Included in the Display

The display will include the Consolidated Cryptologic Program, Consolidated Intelligence Program, and National Reconnaissance Program; and the Central Intelligence Agency program, excluding covert action. In addition, the display will include:

- a.
- b. One-third of the SR-71 program.

4. Preparation of the Display

The display will be prepared in five phases:

- a. During the first phase, which will last until 1 July 1967, the committee will generate detailed guidance for data collection and analysis. Detailed guidance will include *specification of (and functional) any both specific target categories and supporting data required, and necessary definitions and instructions*
- b. During the second phase, which will last until 1 August 1967, CIA, DIA, DRO and NSA will prepare data displays and exhibits covering their own resources.

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- c. During the third phase, which will last until 1 September 1967, the data will be collated, a draft report will be prepared, and further data needs, if any, will be identified.
- d. During the fourth phase, which will last until 1 October 1967, additional data will be submitted by CIA, DIA, NSA and NSA and a final report will be prepared.

The above schedule is approximate and will be changed as mutually agreed upon by the representatives of the DOD, DCI, BOB and NRO.

Final Report - The committee's final report will consist of:

- a. The display.
- b. A discussion of the display and its limitations.
- c. A description of how the display was prepared. In this way future target-oriented displays can be refined and related to the initial attempt.
- d. Recommendations for further action.

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

May 23, 1967

MEMORANDUM FOR DISTRIBUTION LIST

A new version of the Terms of Reference is attached. I hope that we can discuss these at our meeting on Monday, May 29, at 1400. My secretary will inform yours as to location.

(Sgd) Herbert D. Benington

Herbert D. Benington

DISTRIBUTION LIST

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